



**STRATEGY
RESEARCH
PROJECT**

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**MILITARY HUMAN RESOURCES PROFESSIONALS
FOR THE TRANSFORMING ARMY**

BY

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ABSTRACT

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The field of human resources (HR) management is experiencing historic change in both the military and corporate environments of the 21st century. As American society advances at record pace with technological explosion, Army Transformation and its implications challenge our human resources and personnel communities to better support the human dimension of soldiering. The future requires a corps of senior Army HR professionals who can design, operate, and contribute to a holistic approach to human resources management. Change in the future Army HR landscape calls for change to the Army's OPMS XXI life cycle development model for senior HR officers. A corps of field grade HR officers, merged from two career fields that exist today, is needed for the Army of tomorrow to support the Army's most precious resource – its people. The purpose of this paper is to propose career development and utilization of senior Army HR professionals (major-colonel) in the transforming Army.

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MILITARY HUMAN RESOURCES PROFESSIONALS FOR THE TRANSFORMING ARMY

The Army is people, but it is far more than just soldiers. The Army embraces its civilians, family members, retirees, and veterans, a large extended Army family of people who serve the nation in a thousand different ways.

—General Eric K. Shinseki
Chief of Staff, U.S. Army

In October 1999, General Eric K. Shinseki, Chief of Staff, United States Army, announced his historic transformation initiative for the Army. He emphasized that as we move into the 21st century, the Army must transform itself into a force capable of dominating at every point on the spectrum of operations, and into a force better able to meet the challenges of the changing global strategic landscape.¹

General Shinseki further said that as the Army embarks upon this landmark transformation, it will result in changes in the institutional side of the Army as well as the operational.² Considered as part of this institutional side is the area of human resources (HR) support. Today's Army is a demographically diverse force and one which depends on individual and family contributions to the *whole* organization. The area of HR support is one increasingly recognized as vital to the effectiveness of any organization, to include the U.S. Army.

THE ROLE OF HUMAN RESOURCES (HR) IN ORGANIZATIONS

There are some important parallels in the area of HR support between the business community and the U.S. Army. *People* produce the bottomline; they win America's wars for the U.S. Army and they produce profitability on the balance sheet for the American business. Companies in just about every American industry and location have been forced to increase their spending on the people side of the business, recognizing that HR support is instrumental in driving and supporting a higher level of investment in areas such as recruiting, retention, learning and performance.³ This same challenge confronts senior Army leaders and HR professionals. The Army has struggled and failed two of the last three years to meet its annual enlisted recruiting mission and is experiencing higher than normal early separation and retirement rates for junior officers, junior noncommissioned officers, and senior officers. Morale, medical care, compensation, promotion opportunity - all these concerns and many others- affect productivity for not only the short term, but for the long term. As General Shinseki has recently said, "When we deploy, our soldiers should know that their families are safe, housed, and have access to medical care, community services, and educational opportunities."⁴

As we move into the next millenium, organizational survival will have everything to do with "people issues." Organizations will be faced with taking a stand on their long-term commitment on the human side of the business. Organizational talent, capabilities and performance will continue to be the primary competitive weapons a company can wield, and the decisions that are made around investments in this area will undoubtedly shape an organization's future and reputation as an employer for years to come. As always, there will be those who "get it," recognizing the need for and value of investing in HR programs and initiatives - and there will be those who don't. Organizations that don't invest sufficient time and resources in their workforce will quickly find themselves in the "move away from" category.⁵

For the U.S. Army as well as the corporate world, the HR function takes on an unprecedented level of importance with the ever increasing demand for highly skilled and technologically adept soldiers and civilians in a competitive labor market. In such a developing employment environment, senior HR personnel must be among the most highly trained and qualified professionals to assist their leaders in achieving the strategic goals of their corporation or military unit. In describing this ever increasing role for HR professionals, Karen Russo of K. Russo Associates Inc., states:

HR professionals have a new image and identity within corporations and, often a seat at the table as a direct report to the CEO. With the right balance of skills, passion, and commitment, an HR professional can impact corporate goals and objectives by offering a unique perspective on the human components within a corporation.⁶

HUMAN RESOURCES (HR) IN THE ARMY OF THE 21ST CENTURY

With Army Transformation underway, the Army is in need of a professional corps of senior officers prepared to oversee the HR function into the 21st century. With critical challenges in manning the force, Army HR professionals must enhance their role in the "corporate board room" in order to sustain an Army that is fully manned, trained, and ready to win America's next first battle.

The Army's 21st century's Objective Force requires a new concept of personnel doctrine, training, organization support, and services to support our future fighting formations. This new concept of personnel and HR support must incorporate knowledge-based organizations and provide access to personnel information essential to the commander's decision-making processes that ensure force readiness.⁷ Access is a critical element of future HR support which is lacking today. Consistent and responsive business processes and practices, along with accurate and timely access to personnel information is the expectation of the force at every

level. This information and the functional processes that develop the information, must support the full spectrum of operations.⁸ A standard and consistent approach to personnel management and HR support that reflects and delivers the core information management requirements in both institutional and operational environments must be implemented. The personnel and HR support environment must ensure the integration, interoperability, and stability of HR services to the Army while simultaneously reducing the HR and personnel support footprint on the battlefield.⁹

The future operational and strategic environment for the Army also requires joint and multi-component operations for senior HR professionals. Senior HR professionals must be knowledgeable in joint and reserve component policies and programs to be able to manage the emerging HR management information system. This is necessary as senior HR leaders must support their commanders in sustaining the most highly combat effective fighting units while simultaneously providing for the welfare of their soldiers and stay-behind family members with responsive and supporting programs. It is only through bold, dynamic, and highly qualified senior leaders that the HR community can contribute innovative, supporting, and enduring programs and services in support of our Army's most precious resource – its people.

The purpose of this paper is to propose career development and utilization of senior military HR professionals in the transforming Army of the 21st century. Senior military HR professionals will be teamed with other key players in Army HR management – company grade officers, warrant officers, noncommissioned officers, enlisted soldiers and Department of the Army civilian employees, but this paper will focus on senior military HR officers in the grades of major through colonel. Change is needed in this corps of senior human resource professionals as we will examine next.

OPMS XXI AND SENIOR HR OFFICERS

The discussion of change in the Army's senior HR officer ranks must begin with a look at the current officer personnel management system. In the mid-1990s, then Chief of Staff of the Army, General Dennis J. Reimer, directed the Army to conduct a holistic review of the Officer Personnel Management System (OPMS) and its encompassing processes and systems. He directed this review to ensure that the U.S. Army officer corps would be able to meet the challenges of the 21st century.¹⁰ The OPMS XXI Task Force completed its review under this charter in the summer of 1997, and OPMS XXI was approved.

The OPMS XXI Task Force made eight critical recommendations as a result of their study, five of which are pertinent to this paper. The task force advocated that the Army: 1) Adopt a

strategic approach to human resource system design and management; 2) Implement a personnel management system based on career fields with distinct groupings of branches and functional areas, to reflect the evolving needs of today's Army and into the future; 3) Establish new functional areas and eliminate others to address changing requirements; 4) Conduct promotion boards so that officers compete for promotion to lieutenant colonel and colonel with other officers in their career field; and 5) Send all officers selected for promotion to major to resident intermediate-level military education, command and staff college (CSC), and all officers selected for promotion to colonel to resident senior service college (SSC) level education.¹¹ All but the last of these key changes of OPMS XXI are being actively implemented today and play an integral role in the current professional development of senior Army HR professionals.

OPMS XXI restructured the Army Competitive Category (ACC) for officers by grouping branches and related functional areas into management categories now known as career fields (CFs). Under OPMS XXI, each career field has its own distinct developmental track for officers reflecting the readiness requirements of the Army today and projected for the future. As a result of the OPMS XXI realignment of branches and career fields, Army HR officers were not aligned into the same career field. HR officers (FA 43) were aligned into the Institutional Support Career Field (ISCF), which has a focus toward planning and policy development; financial management; doctrine development; acquisition and management of personnel; tailoring, mobilizing, and projecting landpower; formulation of strategy; and, quantitative analysis and modeling.¹² The other key officer component of the Army's HR management team, the AG officer corps, was aligned with the Operations Career Field (OPCF) to serve as the Army's "personnel operators." The OPCF provides the Army with officers qualified by training, education, and experience in areas directly related to the employment of land combat forces. Another unique characteristic of the OPCF is that it is the career field from which the Army selects its battalion and brigade-level commanders.¹³

OPMS XXI did recognize and document the relationship between the HR function and military personnel management. The current Department of the Army Pamphlet 600-3, Commissioned Officer Development and Career Management, dated October 1998, states:

Military personnel management is the responsibility of the Adjutant General (AG) branch and FA 43 (HR) officers are responsible for personnel programs. The linkage between these officers in performing the military personnel management functions is critical and must be mutually supportive to execute the full range of services and support to commanders, soldiers, civilians, and family members. The AG and the FA 43 officers are a vital team to the commander's staff working together for the good of the organization.¹⁴

Further demonstration of the integral linkage of FA 43 and AG officers is evidenced by the field grade officer structure implemented by OPMS XXI for FA 43 (HR). Of the 326 approved field grade officer authorizations for FA 43 (major – colonel), 117 migrated to FA 43 from the old FA 41 (Personnel Programs Management, the predecessor to FA 43 recommended for elimination by the OPMS XXI Task Force), and 68 of the authorizations migrated into FA 43 from AG branch field grade authorizations.¹⁵ With nearly 60 percent of all field grade HR billets coming from HR and AG officers, one cannot discount the obvious integration and linkage of the two career fields. Further, the authorization structure of the two career fields has the two “partnered” in many organizations.

While OPMS XXI was designed with an eye toward the future, and did “link” AG branch and FA 43 officers in theory, it did not foresee all of the implications of the emerging Army Transformation and the landmark impacts it would have on senior Army HR professionals. Draft Training and Doctrine Command (TRADOC) Pamphlet 525-XX, Operational Concept: Human Resource Transformation, accurately states, “The human resources functional area has greater fragmentation of its pieces and parts than any other Army functional area.”¹⁶ As we will review next, *theoretical* linkage of AG and FA 43 officers will not meet the Army’s HR requirements in a transformed Army. The time has come to revise the professional development path for our senior HR professionals, to merge the field grade AG branch and FA 43 career fields.

CASE FOR A MERGER

The case for a personnel and HR “merger” in support of Army Transformation is strong. Desert Shield/Desert Storm was a watershed event for the personnel community in that the way we did business in both war and peace was put to the test.¹⁷ We deployed our personnel management units and information systems with minimal informational and systems capabilities. Commanders came to expect and demand the same level of personnel and HR support during war and peace.¹⁸ Deferring essential services and support was not an option for senior HR professionals in their operational planning. Globalization of the battlefield has now revolutionized the linkage between the garrison institutional Army and the field environment.¹⁹ This concept is driven home in places like Bosnia, Kosovo, and South West Asia, where commanders have increasing requirements for information, and demand better personnel support for their soldiers.²⁰ This historical shift to continuous HR support in deployed environments is a signal for future HR professionals that there is never the ability to take a tactical pause when supporting soldiers and commanders.²¹

The execution of critical HR tasks in support of units will demand a continued presence of qualified HR professionals on command staffs from the tactical through the strategic level. Table of Organization and Equipment (TOE) personnel units (personnel services battalions, personnel groups, and theater personnel commands) will be eliminated from the TOE structure over the life of this transformation. HR personnel management must be embedded with commanders and soldiers by placing HR professionals and their capabilities in the direct hands of commanders. This philosophy of HR support will reduce the organic personnel support units required in the battlespace. It will place added emphasis and requirements on embedded HR professionals. As the primary staff officer for human resources and personnel administration, the S1/G1/DCSPER must be able to relate HR issues from tactical to strategic situations, understand the warfighting or support aspect of the unit and have the requisite technical skills to manage the personnel and HR support systems at the brigade, division, corps and army levels.

The Deputy Chief of Staff for Personnel (DCSPER) is the Army HR Provider who oversees the majority of well-being functions to the total force. The DCSPER manages the total HR system through a provider network with functional and technical linkages from unit level to the top of the system. He synchronizes policy, doctrine, training, operational processes and management of the HR support to people and organizations for the "Army family." The Army HR Provider facilitates the resourcing, prioritization, coordination and integration of the entire HR system.²² Finally, the DCSPER serves as the Department of the Army proponent for the career field management for both AG branch and FA 43 officers.²³

From an organizational effectiveness perspective, the HR provider concept would maximize HR and personnel management unity of effort and cohesion. It is the DCSPER model of an HR Provider where we find the primary justification of a merger of AG branch and FA 43 field grade officers. The DCSPERs of the future must come with the "total package" of professional HR skills when they come to their commander's "board room." In today's civilian business entity, HR managers are charged with the multi-functional HR support of their organizations. They are responsible for the recruiting, retention, transitioning, evaluation, compensation, professional development, insurance, equal opportunity, labor relations, child care, health care administration, safety, and corporate personnel database management programs.²⁴

The transformed Army of the 21st century also demands an officer corps of multi-functional experts in a period of fewer personnel resources. Army Transformation is moving us toward multi-functionality, both enlisted and officer, as opposed to OPMS XXI, which moved officers into more specialized career tracks. A smaller Army with a reduced combat service support

footprint supports merger in officer career fields wherever possible. In considering merger, we must review our senior HR officer skill sets to ensure that the personnel and human resources expert of the future should be and can be capable of performing transformed HR business programs and support procedures. Nowhere is this skill set requirement for a multi-functional HR expert more evident than in the officers who will serve in the S1 and G1 positions in brigade, division, and corps-level fighting formations.

The brigade, division, and corps-level S1/G1 positions serve as the classic illustration of the senior HR officer who must be multi-functionally equipped with the requisite HR skill set. It does not make sense that today's division and corps-level G1 billets are coded for AG officers while the deputy G1 and brigade S1 positions are coded for FA 43 officers. In the brigade, division, and corps settings, the S1/G1 must become the expert in both personnel support operations and personnel programs management. The personnel technical functions of the near-extinct personnel services battalions and personnel groups will no longer be in the deployed battlespace or resident at the garrison home station. The senior HR professional in the S1/G1 positions manage the complexity and synchronization of simultaneous personnel processes and personnel programs in support of his or her commander and their soldiers. The typical S1/G1 supervises the technical personnel management functions of officer and enlisted strength management, personnel readiness, personnel awards, personnel evaluations, command reenlistment, doctrinal tactical/operational HR planning, postal administration, unit/individual replacement, and the personnel database management programs under their umbrella. In the personnel programs arena, the S1/G1 positions come with the responsibility for staff oversight of the unit commander's programs in the areas of: morale, welfare and recreation, safety, equal opportunity (EO), family readiness/support, unit voting, and financial campaign management for the command. To begin grooming the next generation of HR officers for service and a successful career path as a G1, we must professionally develop them through a new consolidated career pattern that provides an essential assignment and training mix in both personnel support operations and personnel programs management professional enrichment experiences. With both FA 43 and AG branch officers having the same ultimate objective - HR support for commanders and soldiers - it is imperative that we merge all field grade officers in the HR field into one.

Let's now examine some specific recommendations on merging field grade AG and FA 43 officers into a senior HR professional officer corps to serve the Army and its soldiers in the 21st century.

SENIOR HR OFFICER PROFESSIONAL DEVELOPMENT

The development of a "bench" of senior human resources management professionals is critical as the Army strives to attain its transformation objectives. The framework to look at the professional development of a merged HR field grade officer corps is to examine it through the current OPMS Officer Life Cycle Development Model for active duty officers, the basics of which we reviewed earlier. The essential elements for consideration from this OPMS model require examination in the areas of structure, acquisition, distribution, and development. Each of these key areas will be addressed with requisite recommendations for new policies and or procedures to facilitate enhanced professional development of a merged corps of HR field grade officers to provide the highest level of HR support in the years to come.

FORCE STRUCTURE

The linkage of AG branch and FA 43 officers, as was previously highlighted in this paper, is critical so that they may be better able to execute the full range of personnel services and programs in support of commanders, soldiers, civilians, and families. With both FA 43 and AG branch officers having the same ultimate objective and complementary functional responsibility to support our commanders and soldiers, it is imperative that we merge all field grade officers into one career field. *So what should the new career field be?*

As briefly described earlier, FA 43 officers are currently managed in OPMS XXI's Institutional Support Career Field (ISCF) and AG officers in the Operations Career Field (OPCF). The ISCF promotes, defends, secures, manages, and supports Army programs, resources, and requirements for DOD and Congress, while the OPCF provides the Army with officers qualified by training, education, and experiences in areas directly related to the employment of land forces. When one looks at the ISCF, it is the logical career field for the placement of the Army's senior HR professionals. Human resources management is the management of various programs designed to enhance the effectiveness of an organization's work force,²⁵ and personnel operations is a natural sub-set. The human resources career field is the more encompassing career field. What the AG and FA 43 officers do today, and what they are expected to do in the future, points to the encompassing HR career field of choice (FA 43) for our HR senior professionals in a transforming Army. This change of career management fields for senior AG officers to the ISCF is further justified by the pending reduction of traditional tactical and operational battalion and brigade level command opportunities. In a recent development in this area, a December 2000 conference of AG senior leaders developed a recommendation to the DCSPER as the HR Provider that the Adjutant General branch be

considered for migration into the ISCF and out of the OPCF.²⁶ If approved, this will be a significant cultural change for company grade and junior field grade AG officers who have been taught and mentored that command is the key to promotion and success in their branch and career field (OPCF), but this supports the Army and Personnel Transformation objectives. It will reduce the sustainment footprint in the battlespace by creating multi-functional soldiers and officers, embedding them in units rather than having them serve in separate functional personnel units. It is thus appropriate that the merged FA 43 and AG officers be managed in the ISCF rather than in the career field split that exists today.

One additional recommendation is presented regarding appropriate FA 43 positions. The DCSPER, as the Army HR Provider, has HQDA staff supervisory responsibility for the Army's Recruiting Command (USAREC). The Army should strongly consider assigning the key USAREC staff and leadership positions to senior officers of the FA 43 career field. When we reflect back on the corporate HR structure, we see civilian HR entities that empower the recruitment function within their HR professional staffs. It is hard to argue against the success that civilian industry has had over the years. It is time for the Army to place the recruitment management function on the HR community and its staff of senior professionals to oversee Army recruiting of new soldiers to the fighting force.

ACQUISITION

In today's OPMS XXI, there is only one method by which we access field grade officers into FA 43. This is accomplished through the OPMS XXI Career Field Designation (CFD) process in a HQDA-centralized selection board immediately following an officer's selection for promotion to major.²⁷ This process should remain a viable accession tool for a limited number of officers to migrate into FA 43 service. In the future of FA 43, the majority of officers moving into FA 43 should be coming from the company grade ranks of the AG branch. AG officers will have had the requisite grounding in personnel management operations and programs in their company grade assignment pattern, particularly those with service in selected FA 43 HR positions in the functional area if designated as FA 43 in the functional area designation process in their fifth year of service. The select non-AG officers who are approved to migrate to FA 43 in the CFD process should be coming with some unique qualifications that project high potential for them to make a quick and smooth transition to the HR arena as a result of their company grade officer years of service in non-HR career fields. Officers with advanced civil schooling degrees in an HR supporting discipline would be excellent candidates, for example. The strength of this functional area (43) in the transformed Army will be that it is a core of field grade

officers who have HR career experiences and training early-on in their company grade years that develops the foundation of knowledge and experiences for their service as field grade HR professionals. The future complexity and professional demands that will be placed on field grade HR officers are such that if we are to maximize the competency and contribution of HR senior officers, they must "learn the business" from the lowest level to the highest to maximize their professional contributions in key HR billets.

DISTRIBUTION

The Total Army Personnel Command (PERSCOM) currently assigns AG majors and lieutenant colonels through the AG Branch in the Combat Service Support Division of the Officer Personnel Management Directorate (OPMD). FA 43 majors and lieutenant colonels are managed by a separate assignment manager in the Functional Area Management Division of OPMD. With the recognition that these two career fields should merge, and that commands need the benefit of the best available officer based on the requirements of the job, all field grade HR officers at the rank of major and lieutenant colonel should be managed and assigned out of the same assignment office. In addition to better meeting Army requirements, this will allow for a more comprehensive analysis of assignment and professional development requirements for each officer. This is critical to ensuring that individual officers are given a proper mix of personnel management and personnel programs management experiences that provide for the necessary breadth and depth of knowledge in HR management. This is one of the ways that the critical linkage of AG and FA 43 officers can be facilitated. In transition to the fully merged career field, you can execute the improved concept by starting the combined assignment process in the near future.

Colonel assignments at PERSCOM are handled by the Colonels Division of OPMD. Two different assignment officers also currently handle the assignments for AG and FA 43 colonels. This management practice should be changed to allow one assignment officer to manage his/her population of HR officers - the complete inventory of AG and FA 43 colonels - to place the best qualified officer into the requirement based upon the individual officer's talents, skills, and previous assignment history. Additionally, these assignments should remain in the PERSCOM Colonels Division and not migrate to the major and lieutenant colonel assignment officers as a result of the complexity and sensitivity associated with colonel assignment actions. In 1997, PERSCOM and OPMD disbanded the Colonels Division only to stand it back up the next year to handle these very labor intensive senior officer assignment actions.

DEVELOPMENT

A viable, progressive opportunity for professional development of senior HR officers is necessary in the areas of assignments, military and civilian education, and training with industry (TWI). All of these are critical developmental components for a professional U.S. Army officer corps, proven to be essential in the past, and also anticipated to be so in the future. The career development paths outlined in DA Pam 600-3, Commissioned Officer Development and Career Management, for AG and FA 43 field grade officers remain as sound foundations, but will require a rewrite to support the merger of these two officer entities into one FA 43.

In the future, at the rank of major, four duty positions will prove to be critical for HR career field 43 qualification. From the personnel programs perspective, officers should strive to serve as a brigade S1 and a deputy G1 in the divisional structure. From a personnel management perspective, an officer should serve as the Strength Manager in the division or corps G1/AG office or as the Chief, Personnel Services Center, which will provide select personnel services once provided by the near-extinct personnel services battalions and groups. For the development of well-rounded "operational" HR professionals, a combination of these two jobs (one personnel management and one personnel programs) will go a long way to produce officers for future service as a division G1 and or corps G1/AG. Moving away from the tactical and operational environment, HR majors must be assigned to higher level Army HR positions. These will come from a variety of assignments as HR staff officers in such organizations as DCSPER, PERSCOM, and major command (MACOM) headquarters at such commands as Forces Command (FORSCOM), Training and Doctrine Command (TRADOC), Army Materiel Command (AMC) and USAREC Headquarters. These higher level staff assignments provide the HR professional the opportunity to serve in both personnel management and personnel programs duty positions with needed exposure at the strategic level.

As we move into the 21st century, two other assignments will prove vital in the professional development of HR officers from the strategic perspective. The two assignments will involve duty with reserve component and joint commands. First, an aggressive approach is required in the future assignment of field grade officers with service in the reserve components. Some HR officers should be assigned to the National Guard Bureau, U.S. Army Reserve Command, and the Army Reserve Personnel Command (ARPERSCOM) headquarters locations for approximately 24 months at a time. This is important as Personnel Transformation moves into the 21st century with a focus toward integrating personnel operations and programs management for the reserve and active components. These assignments are critical to the transformation effort in the reserve components as well as increasing the interoperability of

senior HR professionals in both the peacetime and deployed operational environment. Lastly, HR officers must continue to be assigned to joint service billets as required by the Goldwater-Nichols Act. These assignment opportunities will prove even more valuable for senior HR professionals of the 21st century as we develop a core of HR officers with an increased operational and strategic perspective. In the years to come, with the development and fielding of the Defense Integrated Military Human Resources System (DIMHRS), a more integrated approach to HR management in a multi-component and joint environment will be a reality for future Department of Defense (DOD) contingency operations. Senior Army HR professionals must be prepared to answer the deployment call for full spectrum operations with optimum efficiency when the call comes.

Lieutenant colonels should generally be assigned to senior staff positions, where they will fully utilize their knowledge of the Army and their HR management skills. Officers will serve as senior HR specialists at division, corps, field operating agency, MACOM, HQDA and joint staff level. One major change as previously mentioned will be the reduced opportunity for lieutenant colonel level tactical and operational level commands for officers accessed through the operations career path. The critical warfighting and most demanding assignment as an HR lieutenant colonel will be service as a division G1. This is a position that will require an officer with technical and tactical knowledge coupled with a strategic perspective in support of the wide array of military operations for which he or she may be confronted. To be a good G1, an officer needs the experience and training in broad HR areas as well as personnel operations. Once again, the assignment of lieutenant colonels to both reserve component and joint duty billets, and a variety of HR positions, will deepen and reinforce the bench strength, knowledge base, and overall ability of senior HR professionals to provide superior service and support in future complex operations.

Service as a colonel in the HR field will feature officers serving as senior HR experts on corps, MACOM, HQDA, and joint staffs. One key change that will occur through the Personnel Transformation involves the colonel who will serve as the corps G1/AG. This colonel position will mark the senior HR position at the operational level. This position has the classic need for the senior operational HR officer who must be able to synchronize personnel management and programs management at the highest level. This position will combine the traditional role of the corps G1 position and the corps AG and personnel group commander positions that are being changed. Critically important also to the future warfight will be the colonels who will serve as MACOM, Army Component Command G1s/DCSPERs and as J1s in the joint world. With the Army Chief of Staff's stated goal for a corps headquarters to be able to serve as a joint task

force (JTF) headquarters in the future, it will be absolutely critical that officers serving as a corps G1 have the requisite professional knowledge base with previous experiences with a reserve component or in the joint environment, or both, when they are required to serve as a J1 in a JTF headquarters in a deployed operation.

Military Education

The nature of future operations will be more complex. Officers will need to be more multi-functional, intellectually flexible and capable than ever before. In order to prepare HR officers for this, the Professional Military Education (PME) system must evolve to better serve the educational needs of the Army officer corps. The universal resident military education level (MEL) 1 and 4 recommendation proposed in OPMS XXI must be acted on by senior Army leadership for implementation as soon as possible. This professional education opportunity is critical in preparing our HR field grade officers for service at the operational and strategic levels. These professional schooling experiences provide the HR professional the broader perspective of how they fit into operational and strategic scenarios and what the HR professional and his or her staff can "bring to the fight" in support of their commander's planning and execution of required operations. Additionally, all HR majors must attend the Human Resource Management Course. This course should be a prerequisite for HR officers prior to their first assignment in the HR field if they have been newly accessed through the CFD process. This course must provide these officers with tools that will be required in HR positions at the operational and strategic levels of conflict.

Civilian Education

The Army Advanced Civil Schooling program has two objectives: to meet Army requirements for advanced education and to provide selected officers the opportunity to satisfy their educational aspirations.²⁸ Officers typically have two avenues in pursuit of an advanced degree: 1) fully funded programs and 2) tuition assistance programs. As we expand the number of officers who will be serving in the newly merged FA 43, FA 43 assignment managers at PERSCOM should be working to secure additional fully funded education seats for HR majors. Although not a requirement for promotion to lieutenant colonel, HR professionals should be striving to complete an advanced degree via a fully funded or tuition assistance program in a complementary HR academic discipline. The civilian education experience will provide senior HR officers with additional technical and academic perspective in the career field and expose senior HR professionals to the best of HR in the corporate world where there are many parallels.

Training With Industry (TWI)

This Army program provides training in corporate and industrial procedures and practices not available through military service schools or civilian education. TWI provides officers with vital knowledge, experience and perspective in management and operational techniques to fill responsible positions in Army commands and activities that normally interface with civilian industry.²⁹ Currently, these programs are concentrated in the areas of transportation, procurement, logistics, research and development, public affairs, banking, communication-electronics, advertising and marketing, physical security, artificial intelligence, and automation systems. These programs are normally ten months in length and followed-up by a predetermined follow-on assignment focusing on the officer's experience gained during the TWI assignment period.³⁰

Currently, the FA 43 career manager at PERSCOM has one major serving in a TWI assignment this year (2000-2001) with the hope of two billets over the next couple of years.³¹ The TWI opportunity for senior HR professionals is one that should be increased and maximized. As the inventory of HR field grade officers should increase with an approved merger over the next couple of years, and because of the clear linkage between HR in the civilian and military worlds, HR officers should see an increasing number of TWI opportunities in an effort to increase their technical depth and perspective. Three or four senior majors or junior lieutenant colonels should be participating in this experience each year. This will allow the Army to continue to receive continued service from these officers in the HR field as they commit themselves to an Army career and as the Army realizes their service after the TWI experience prior to eligibility for voluntary retirement. Additionally, individual initiative should be rewarded and a small number of officers each year should be approved for "no-cost" permissive TWI experiences. This program would be available for officers who are completing a current duty assignment at a given location and have the opportunity to coordinate with an outstanding HR manager in a local business and with PERSCOM for the TWI experience. This would result in no cost to the government as the officer would not be relocating and incurring a permanent change of station (PCS) cost for the experience. These TWI opportunities should be encouraged by the PERSCOM FA 43 career manager and should span a period of three to six months in duration to maximize the professional experience and minimize the impact to the assignable HR major and lieutenant colonel officer inventory.

Finally, as the Army identifies its strategic leaders into the future, there should be one TWI assignment opportunity for a selected HR colonel. Each year upon the completion of the SSC graduations, the DCSPER could identify one officer for a follow-on experience with one of

America's Fortune 500 corporations or leading government agencies and or a leading private organization. The officer identified would be one uniquely qualified to perform follow-on work for the DCSPER in a strategic HR program of interest to senior leaders of the Army.

OTHER ISSUES OF CONCERN

It would be naïve to think that the proposed merger of two career fields into one senior HR career field (FA 43) would be accomplished without questions and concerns from our Army's officer corps. The questions presented below are valid and necessary ones that will, indeed, need to be further addressed in the merger of FA 43 and AG field grade officers. Most are clearly focused on the OPMS XXI system and its ability to adapt and support this merger proposal. While it is not the purpose of this paper to attempt to answer and propose solutions to all of these issues, it is appropriate to recognize and highlight them as requiring consideration.

Other issues for consideration are as follows: What overall changes would need to be made to OPMS XXI to accommodate this specific merger proposal and potentially others between a functional career field and the OPCF? What will be the Army cultural implications if an OPCF branch (AG) is realigned under the ISCF? As a result of this merger, how would non-AG officers accessed in the CFD process view their potential success in FA 43, i.e. promotions, assignments, overall success, etc.? How would the merger transition process proceed and not "break faith" with officers previously CFD'd into FA 43? How do you maintain a branch identity if you do not have commands and are not in OPCF at the field grade level? What will be required to prepare company grade officers for accession into FA 43 in the CFD process? How do we instill a broader human dimension HR provider mentality into the AG officer corps to replace the traditional personnel operations command mindset?

CONCLUSION

Clearly the field of human resources management is experiencing historic change in both the military and corporate environments. As American society advances at record pace with technological explosion, Army Transformation and its inherent changes to human resource and personnel challenges bolster our need to better support the human dimension of soldiering. To capitalize on this dynamic change, the future requires senior Army HR professionals who can manage and administer a holistic approach to human resources management. This was solidified by the Army DCSPER in his recent vision statement when he said, "We are responsible for the human dimension of soldiering...this is a holistic approach to providing an environment for soldiers, civilians, retirees, and their families that make them proud to belong and instills a desire to stay Army."³²

Change in the future Army HR landscape as a result of a smaller, yet more responsive Army in the 21st century, precipitates reexamination and change to the Army's OPMS XXI life cycle development model for senior human resources officers. Now is the time to move forward with a new career development path for the next generation of field grade officers to administer and lead in the increasingly complex HR environment of the 21st century. A merged senior HR professional corps of field grade officers will be charged with both the personnel operations management and personnel programs administration of the Army's most precious resource – its people. Field grade AG officers and FA 43 officers will better meet the needs of the Army in this 21st century by merging, and serving, as one trained and experienced team.

Word Count = 6,769

ENDNOTES

¹ Eric K. Shinseki, "The Army Transformation: A Historic Opportunity," Army, 50 (October 2000): 27-28.

² Ibid., 30.

³ Linda Davidson, "Who's Investing in HR?" Workforce, 78 (December 1999): 66 [database on-line]; available from FirstSearch, WilsonSelectPlus, OCLC.

⁴ Vice Chief of Staff of the Army John M. Keane, "Well-Being Strategic Plan," memorandum for the Under Secretary of the Army and the Assistant Secretaries of the Army, Washington, D.C., 5 January 2001.

⁵ Davidson, 66.

⁶ Karen Russo, "How to get on the HR Career Track," HR Focus, 76 (November 1999): 6 [database on-line]; available from FirstSearch, WilsonSelectPlus, OCLC.

⁷ Army Personnel Command, Mission Need Statement for the Army Human Resources System. Draft. (Alexandria, VA : U.S. Army Personnel Command, 2 December 2000), 1.

⁸ Ibid.

⁹ Ibid.

¹⁰ Department of the Army, OPMS XXI Task Force, OPMS XXI: Final Report (Washington, D.C.: n.p., July 1997), v.

¹¹ Ibid., iv.

¹² Department of the Army, Commissioned Officer Development and Career Management, Department of the Army Pamphlet 600-3 (Washington, D.C.: U.S. Department of the Army, 1 October 1998), 179.

¹³ Ibid., 31.

¹⁴ Ibid., 118.

¹⁵ Army Human Resources Management Proponency Office and School, "Functional Area 43: Human Resource Management," briefing slides, Alexandria, VA, U.S. Army Human Resource Management Proponency Office and School, n.d.

¹⁶ Army Personnel Command, Operational Concept: Human Resources Transformation, TRADOC Pamphlet 525-XX, Draft (Alexandria, VA: U.S. Army Personnel Command, 1 November 2000), 5.

¹⁷ Timothy J. Maude, The Army's Personnel Transformation for the Future: A White Paper. Draft. (Washington, D.C.: U.S. Army Deputy Chief of Staff for Personnel, 1 December 2000), 1.

¹⁸ Ibid., 2.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Ibid.

²² Army Personnel Command, Operational Concept: Human Resources Transformation, 13.

²³ Department of the Army, Commissioned Officer Development and Career Management, 180.

²⁴ "More Employers Outsource Their Core HR Functions," HR Focus 77 (August 2000): 8[database on-line]; available from UMI ProQuest Direct, Bell and Howell.

²⁵ Kathryn M. Bartol and David C. Martin, Management (New York: McGraw-Hill, Inc., 1991), 404.

²⁶ This information resulted from the author's personal attendance at the senior leaders meeting in Alexandria, VA on 1 December 2000.

²⁷ Department of the Army, Commissioned Officer Development and Career Management, 7.

²⁸ Ibid., 19.

²⁹ Ibid.

³⁰ Ibid.

³¹ John A. Cooper<cooperj@hoffman.army.mil>, "Research Assistance," electronic mail message sent to Jon E. Finke<jsfinke@pa.net>, 25 January 2001.

³² Timothy J. Maude, "DCSPER Vision Statement," 1775, 10 (Spring 2001): 5.

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